

Course ID Number: ADC6570

Course Title: Project Cycle Management

No. of Credits: 2

Graduate School of International Relations

International University of Japan

Term: Fall 2013

Instructor: Naonobu Minato

Course Description:

Project Cycle Management Course is designed to provide students with a practical and academic knowledge of the management method, skill and tool for development projects including ODA (Official Development Assistance) and NGO's projects. We will start with the role of foreign aid on international development, and concepts of development project and project management. We will focus on Project Cycle Management that is one of management methods widely used at the participatory planning, implementing and monitoring, and evaluating stages of development projects. The course introduces visual and written cases and lectures' experience, which enables students to understand how projects are planned, monitored and evaluated in the local context. Some important concepts in terms of project management such as participatory development, ownership by stakeholders, institutional development, gender issue, environmental aspects, appropriate technology will be discussed. In terms of evaluation, not only Project-level, but Policy-level and Program-level evaluation will be covered. In order to improve human and institutional evaluation capacity of each country, the role of network such as Asia Pacific Evaluation Association (APEA) newly established, will be discussed. It is expected that students would contributed on discussion based on your knowledge and experiences in terms of development in your own country.

Oct, 2, 2013

Naonobu Minato

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Course Structure:

The course will be a combination of lectures and group discussions, brainstorming, moderation and presentations by using cases.

Course Evaluation:

In determining your course grade, your work will be evaluated approximately in accordance with the following weights:

Term Paper (50%)

Participation in group exercises, discussions and assignment (30%)

Mid-term test (20%)

Course Outline:

1st Class

Introduction of Project Cycle Management Course (the purpose, contents, approach, and schedule)

Background of Project Cycle Management in the context of evolution of ideas on development

2nd Class

What is project management?

 What is project?

 What is management?

 What is project management?

Overview of Japans ODA and PCM method

(Reference)

Project Management Institute Standards Committee (2000), A GUIDE TO THE Project Management Body of Knowledge (PMBOK), Project Management Institute Standards Committee

FASID, Project Cycle Management: Management Tool for Development Assistance, FASID
Gregory B. Putz (2002), Facilitation Skills: Helping Groups Make Decisions, Deep Space Technology Company

3rd Class

 Video: Case

 Stakeholders Analysis

(Reference)

Jacques Chevalier (2001), Natural Resource Project/ Conflict Management: Evolving Concept of Peace building (Natural Resource Management and Conflict Prevention), FASID

4th Class

Problem Analysis

(Assignment by group: Stakeholders Analysis and Problem Analysis)

5th Class

Problem Analysis

6th Class

Objective Analysis

7th Class

Objective Analysis

(Assignment by group: to formulate problem tree and objective tree)

8th Class

Group presentation of problem tree and objective tree

9th Class

Project Selection based on Objective Tree

10th Class

Project Design Matrix

(Reference)

Chris Chapman, Stephen Ward (2003), Project Risk Management: Processes, Techniques and Insights, John Wiley & Sons, Ltd.

Harold Kerzner (2003), Project Management: A Systems Approach to Planning, Scheduling, and Controlling, John Wiley & Sons, Inc.

(Assignment by group: to formulate Project Design Matrix)

11th Class

Project Design Matrix

12th Class

Group Presentation for Project Design Matrix

Topic for Term paper

13th Class

Plan of Operation

Mid-term test

14th Class

Series of projects

Implementation and Monitoring (focusing on project monitoring system)

15th Class

Project Evaluation Model

(Reference)

FASID, Project Cycle Management: Monitoring and Evaluation Based on the PCM Method, FASID

OECD, DAC (2010), Quality Standards for Development Evaluation

OECD, DAC (2002), Glossary of Key Terms in Evaluation and Results Based Management

George Keith Pitman, Osvaldo N. Feinstein, Gregory K. Ingram (2005), Evaluating Development Effectiveness, Transaction Publishers

Michel Bamberger, Jim Rugh, Linda Madry (2006), Real World Evaluation, SAGE Publication

16th Class

Policy-level Evaluation (Country-Assistance Evaluation, Priority Issue Evaluation) and Program-level Evaluation,

(Reference)

Ministry of Foreign Affairs (2012), *ODA evaluation guideline*, Website of Ministry of Foreign Affairs

Jody Zall Kusek, Ray C. Rist (2004), Ten Steps to a Results-Based Monitoring and Evaluation System, The World Bank

17th Class

Cases of Evaluation (Project-level evaluation, Policy-level evaluation, Program-level evaluation)

18th Class

Reflection of recommendations and lessons learnt of evaluations to policy making process

(Reference)

Ministry of Foreign Affairs (2012), *Annual Report on Japan's ODA Evaluation 2011*, http://www.mofa.go.jp/policy/oda/evaluation/annual_report_2011/text-pdf/annual_report_2011.pdf

19th Class

Trends in ODA Evaluations in the International Community

Role of Asia Pacific Evaluation Association

(Reference)

Ministry of Foreign Affairs (2011), *The 10th ODA Evaluation Workshop*, Ministry of Foreign Affairs

Ministry of Foreign Affairs (2009), *Report of the Workshop on ODA Evaluation in Tokyo*, Ministry of Foreign Affairs

<http://www.mofa.go.jp/policy/oda/evaluation/seminar/workshop0903-2.pdf>

Naonobu Minato (2005), *Recent Developments in Aid Evaluation, New Approaches to Development and Changing Sector Issues*, FASID

Ministry of Foreign Affairs, FASID (2007), *International Symposium The Role of Evaluation in Enhancing Development Effectiveness*, FASID

Ministry of Foreign Affairs (2010), *Annual Evaluation Report on Japan's Economic Cooperation 2009*

The Special Evaluation Unit of the Federal Public Service for Foreign Affairs, Foreign Trade and development Cooperation of the Kingdom of Belgium (2010), *Joint Evaluation of the Cooperation of the European Commission, Belgium, Denmark, France and Luxembourg with Niger between 2000-2008*,

20th Class

Summing up and comments